

Support Activities of CIA - Colonel White (Lecture in CSR Course -  
7 December 1960)

Note: The following notes on this lecture have not been edited by the speaker.

I. Generalities regarding the DD/S

A. Differences from DD/I and DD/P

1. The DD/S is not a well-rounded or integrated unit, but is made up of functional units. The modus operandi is colored by the DCI who does not like to sign papers or to move through channels. The DCI runs CIA through morning meetings with Deputy Directors. The DD/S is represented at these meetings and there is no "General Staff" superimposed over the DD/S.

2. The DD/S is composed of people who have both staff and command responsibilities. The directors within the DD/S are also the DCI's staff officers.

3. Personnel from DD/S offices are assigned throughout the world as needed - not just in Headquarters.

B. DD/S Objectives

1. We have tried to change the support attitude from negative to positive. That is, DD/S personnel should not be a group which is primarily regarded as telling others what they cannot do. Progress has been made in changing the attitude of DD/S personnel and making them more responsive and flexible.

2. A concentrated effort is being made to provide wider experience for senior personnel in the DD/S, at the very least, to have experience not only in DD/S in Headquarters, but in DD/P at Headquarters and in overseas positions. Eighty per cent of key senior people have had such experience.

3. Regulations are no good unless there is confidence between support personnel and those they are supporting - a common language and understanding is required.

4. DD/S is happy if support personnel are requested to stay on in overseas assignments and will concur unless there is an overriding requirement for that person to return to Headquarters. Longer tours are excellent.

## II. Problems Facing the Agency in the Support Field

A. There is greater attention and pressure on the Agency with respect to manpower planning.

1. The Bureau of the Budget and Congress continually pressure us to cut personnel. Congress seldom questions the number of personnel in the field, but does not understand why such a big Headquarters staff is required.

2. There is little appreciation for Agency CA activity and problems which take up such a large part of our effort and money. This is particularly true in the propaganda field. Congress and the Bureau of the Budget feel that, if ICA and USIS budgets are cut, the CIA budget should be cut as well.

3. The Agency objective in this case is to do the job with fewer people - to become more efficient.

a. We are not bringing many people into the Agency. (By the same token we are losing comparatively few.) Most personnel are being brought in through the JOT program. Anyone else, with the exception of specialists, must compete with the JOT entrance requirements.

b. Promotions are highly competitive. There are no more automatic promotions.

4. Our budget is big - it goes up every year, especially in the CA field. CA projects are becoming more expensive.

5. There is also greater pressure to secure intelligence by scientific and technical means, (a move which the Director supports strongly) but while this is very worthwhile, it is also very expensive.

6. It is generally harder to get money. The Bureau of the Budget scrutinizes our budget much more closely and more effectively, from their standpoint, since each year they learn a little more about us.

7. Each employee must take more of a personal interest in the money spent.

B. There must be a greater effort to cut red tape and to simplify our methods of operating.

1. We are paying the price of bigness. We need some regulations for day-to-day guidance, but we have too many and many need revising.

2. The Support Procedures Committee has as its purpose finding ways of saving money wherever possible. Individual ideas and suggestions are welcomed.

C. Management within the Agency

1. The Agency has matured greatly. People are willing to discuss failures, admit errors, and start on something else. However, we do not have enough good managers. If an employee has his eye on a bigger job, he should get some management training.

2. The recent Management Course for senior personnel has helped develop some advocates of the importance of management training. Management cannot be learned without training.

III. New Building

The building is 65 per cent completed. We expect to start moving in around 1 August 1961. There is pressure on the Agency to get out of "M" and "Q" buildings due to the construction schedule for approaches to the new Roosevelt Bridge. The DD/I will move in first. We hope to have all who are scheduled to move into the building settled by the first of 1962.

IV. President's Directive Concerning Dependents Overseas

A. We would be foolish to believe that this decision will not severely affect us and we must take a positive approach in response.

B. We will have to conform to whatever the cover organizations do overseas. They will certainly put pressure on us to cut down in proportion. There may be some exceptions, but we will still have to take our share. There is much doubt that the new administration will reverse this decision. This move may certainly separate the real careerists from the rest.

V. Questions and Answers (of special significance)

Question: If the Director feels we are too large, where does he think we should cutback?

Answer: The Director has not said where. I believe we have squeezed a lot of water out of the Agency. The Director says we can do the job with fewer people and perhaps the new building, for example, may help us to be more efficient.

Question: What is the function of the Management Staff in the DD/P area?

Answer: The staff has a management analysis function plus responsibility for records in this field and Incentive Awards. I am not satisfied with the functions of this staff and am trying to decide now what they should be. We cannot have a high-powered, heavy-handed staff since personnel resist the IG approach. I would like to see the staff operating in an atmosphere of true support where it is available to help when required.